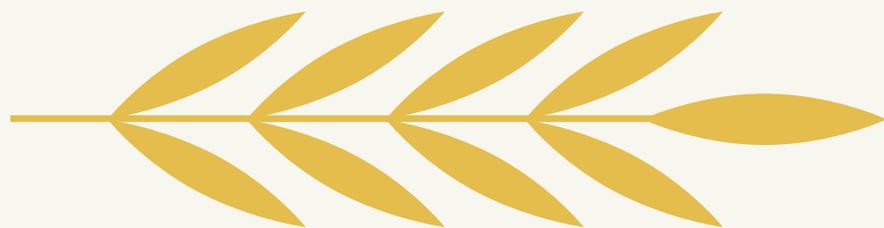


Nevada Department of Health & Human Services

**Food Security
Strategic Plan**



2023

Foreword

The last few years have been a challenging time for many Nevadans. The COVID-19 pandemic wreaked havoc on the health, economic livelihood, and well-being of Nevadans living in our rural, urban, and tribal communities. Chief among the difficulties was increased food insecurity, particularly as schools and senior centers closed their doors.

Though there were challenges, the pandemic revealed the strength and responsiveness of our food security ecosystem. Food banks in Nevada added capacity and embraced new ways of delivering food to service providers and organizations for distribution. School districts that closed cafeterias quickly moved to drive-by meal pick-up or deliveries by school bus. Our resilient nonprofit organizations provided pop-up food pantries and other ways to help families in need.

Conversely, the pandemic underscored existing gaps and revealed new ones. The supply chain challenges experienced during the pandemic emphasized the importance of growing more food locally. The need to transport large amounts of food efficiently and increase storage and refrigeration revealed the need to invest in Nevada's logistics, distribution, transportation, and storage systems, especially for rural and tribal communities.

The Nevada Department of Health and Human Services Office of Food Security is tasked with regularly updating the Nevada Food Security Strategic Plan. The Nevada Food Security Strategic Plan (2023) is an approach that can be used by all entities to promote food security efforts across Nevada. The Office of Food Security is pleased to present the Nevada Food Security Strategic Plan (2023) that has been informed by the lessons learned from the pandemic to build on our momentum and lean on the innovation and growing capacity of partners.

The Nevada Food Security Strategic Plan (2023) has five core themes that are foundational to the work that will be undertaken in the years to come. The themes on which this strategic plan is built are:

LEAD systems change to improve food security through greater collaboration, information-sharing, and policy development efforts.

GROW local Nevada food sources.

FEED Nevada's population at higher risk for food insecurity.

REACH populations in Nevada who are experiencing food insecurity and/or who are at higher risk for food insecurity with nutrition-dense, affordable and culturally appropriate foods.

BUILD Nevada's food security ecosystem by increasing capacity and education.

The strategic plan was informed by an inclusive process that captured input over a nine-month period spanning 2021-2022 by a working group consisting of food security ecosystem experts, a statewide survey of both service providers and end users, focus groups, and interviews.

The Nevada Food Security Strategic Plan (2023) demonstrates a continued commitment to lead conversations with a broad set of food security ecosystem stakeholders; discuss policies that help reduce food insecurity; and create ideas to build capacity of agencies, nonprofits, and families. While this plan leverages the work already undertaken and will serve as the guiding strategy for food security ecosystem stakeholders, it is not defined just by goals. Rather, it is defined by the commitment and actions by those – individually and collectively, and by the Silver State's potential to build healthier communities.

Acknowledgments

The Nevada Department of Health and Human Services (DHHS) Division of Public & Behavioral Health (DPBH) Office of Food Security (OFS) would like to thank the many partners who participated in and contributed to the food security strategic planning process that led to the development of the Food Security Strategic Plan (2023).

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The Office of Food Security (OFS) would also like to thank The Blueprint Collaborative and Guinn Center for facilitating the planning process and drafting this report.

*There were also almost sixty individuals from across the state who participated in a facilitated strategic planning session on May 24th, 2022. A list of participants can be found in Appendix C.



Table of Contents

INTRODUCTION	04	A COMPELLING NEED	06	NEVADA FOOD SECURITY STRATEGIC PLANNING PROCESS	08
NEEDS ASSESSMENT FINDINGS	09	THE STRATEGIC PLAN	14	RECOMMENDED SYSTEMATIC APPROACHES	20
		A. LEAD	15		
		B. GROW	16		
		C. FEED	17		
		D. REACH	18		
		E. BUILD	19		
EVALUATION PLAN	23	CONCLUSION	25	APPENDICES	
				A. APPENDIX A: STRATEGIC PLAN IMPLEMENTATION GUIDE	26
				B. APPENDIX B: STRATEGIC PLAN ROLES & RESPONSIBILITIES	37
				C. APPENDIX C: STRATEGIC PLANNING SESSION PARTICIPANT LIST MAY 24, 2022	46

Tables & Figures

Figure 1. Structural Barriers Faced by Individuals Who are Food Insecure

Figure 2. Barriers Limiting Use of Emergency Food Resources

Figure 3. Challenges Accessing Emergency Food Resources

Figure 4. Purchasing Food Versus Paying for Other Expenses

Figure 5. Expenses Which Make It Difficult to Purchase Food Every Month

Introduction



Food insecurity is defined as a “condition in which the food intake of one or more household members is reduced and their eating patterns disrupted at times because the household lacked money or other resources for obtaining food.”^a Food insecurity – particularly over long periods of time – is a significant public health concern associated with adverse health outcomes and a poor quality of life, including chronic diseases and mental health issues.

In the aftermath of the Great Recession of 2008, realizing the profound impact it had on families and individuals across Nevada, the State moved swiftly to address hunger and food insecurity. To respond to the acute needs of our communities in different corners of Nevada, State and local government agencies and partners sought to build an infrastructure and strengthen the overall food security ecosystem. To focus efforts, the Nevada Department of Health and Human Services (DHHS), in 2013, drafted its first strategic plan, Food Security in Nevada: Nevada’s Plan for Action, 2013-2017. A year later, then-Governor Brian Sandoval established the Governor’s Council on Food Security (CFS) within the newly created Office of Food Security (OFS) at DHHS to “implement the goals of the Food Security Plan and effectively improve the quality of life and health of Nevadans by increasing food security throughout the State.”^b In 2017, DHHS created the Nutrition Unit within the DHHS Division of Public and Behavioral Health (DPBH), which is comprised of OFS, the Chronic Disease Prevention and Health Promotion (CDPHP) Section, Women, Infants and Children (WIC), and the Supplemental Nutrition Assistance Program – Education (SNAP-Ed). The Nutrition Unit was created to “enhance statewide nutrition services, including education, and work collectively to improve health outcomes for all Nevadans.”^c



The CFS was codified in the 2019 (80th) Nevada Legislative Session (Nevada Revised Statute 232.4966), and “has provided a platform for stakeholders and subject-matter experts to make recommendations to state agencies on addressing food insecurity in Nevada and has enhanced connectivity among food security initiatives and partners.”^{d,e} CFS has successfully promoted several pieces of legislation designed to reduce food insecurity among school-aged children and seniors. Additionally, the DHHS Food For People, Not Landfills Program (FFPNL) was passed in 2019 to increase food security through food waste reduction (see NRS 232.4963).

a. State of Nevada Council on Food Security. 2021 Annual Report. https://dpbh.nv.gov/uploadedFiles/dpbhngov/content/Programs/OFS/GCFS_Meetings/2021/2021%20CFS%20Annual%20Report_Draft.pdf

b. State of Nevada Council on Food Security. 2019 Annual Report. https://dpbh.nv.gov/uploadedFiles/dpbhngov/content/Programs/GCFS/Meetings/2019%20CFS%20Annual%20Report_FINAL.pdf

c. State of Nevada Council on Food Security. 2019 Annual Report. https://dpbh.nv.gov/uploadedFiles/dpbhngov/content/Programs/GCFS/Meetings/2019%20CFS%20Annual%20Report_FINAL.pdf

d. State of Nevada Council on Food Security. 2021 Annual Report. https://dpbh.nv.gov/uploadedFiles/dpbhngov/content/Programs/OFS/GCFS_Meetings/2021/2021%20CFS%20Annual%20Report_Draft.pdf

Included among the specific duties of the Council on Food Security, which owns the Food Security Strategic Plan, are: (1) Develop, coordinate and implement a food system that will: (a) Partner with initiatives in economic development and social determinants of health; (b) Increase access to improved food resource programs; (c) Increase participation in federal nutrition programs by eligible households; and (d) Increase capacity to produce, process, distribute and purchase food in an affordable and sustainable manner. (2) Hold public hearings to receive public comment and to discuss issues related to food security in this State. (3) Serve as a clearinghouse for the review and approval of any events or projects initiated in the name of the [Strategic] Plan. (4) Review and comment on any proposed federal, state or local legislation and regulation that would affect the food policy system of this State. (5) Advise and inform the Governor on the food policy of this State. (6) Review grant proposals and alternative funding.

In 2021, OFS began the work of updating the Nevada Food Security Strategic Plan.^f CFS is the entity that oversees the Nevada Food Security Strategic Plan, 2023, and OFS is tasked with supporting and overseeing the implementation of the objectives, strategies, and tactics. The food security ecosystem in Nevada consists of a wide range of partners, including but not limited to state and local government agencies, nonprofit and private sector service providers, farmers, grocers, educational institutions, and community members— many of whom have specific roles and responsibilities in reducing hunger.

A healthy food security ecosystem includes members who can invest in and be active in the well-being of the community at multiple levels. Government agencies and service providers must **lead** collaboration and cooperation across the entire ecosystem, help inform the development of effective policies, and seek out and advocate for resources to support programs designed to alleviate hunger. The ecosystem includes small farmers who can **grow** and locally supply our food system with nutrition-dense and sustainable specialty crops and work with school districts to provide fresh fruits and vegetables for students' meals, as well as community and school gardens. Nevada's food security ecosystem includes a vast network of effectively organized supply, transportation, and distribution systems that can **feed** members of Nevada's frontier, rural, and tribal communities with affordable and nutrition-dense foods. A healthy food security ecosystem can reduce hunger by ensuring community members who are experiencing food insecurity or are at higher risk of food insecurity can **reach** and secure affordable and nutrition-dense foods without significant barriers and without regard for where they live. A healthy food security ecosystem enables more families to purchase nutritious and culturally appropriate ingredients that allow them to prepare wholesome meals. In a healthy food security ecosystem, service providers from across the state seek to build their own capacity while helping their clients obtain food and nutrition resources and connect with additional services that can help **build** lives and address the root causes of hunger. In short, by leveraging our state's assets and relationships, Nevada's many partners can vastly reduce food insecurity and help eliminate the hunger gap.

The objective of the Nevada Food Security Strategic Plan (2023) is to identify specific strategies that leaders from government entities and the private and nonprofit sectors can work on to address the root causes and negative impacts of hunger and food insecurity and improve the overall food security ecosystem of the Silver State.

e. Included among the specific duties of the Council on Food Security, which owns the Food Security Strategic Plan, are: (1) Develop, coordinate and implement a food system that will: (a) Partner with initiatives in economic development and social determinants of health; (b) Increase access to improved food resource programs; (c) Increase participation in federal nutrition programs by eligible households; and (d) Increase capacity to produce, process, distribute and purchase food in an affordable and sustainable manner. (2) Hold public hearings to receive public comment and to discuss issues related to food security in this State. (3) Serve as a clearinghouse for the review and approval of any events or projects initiated in the name of the [Strategic] Plan. (4) Review and comment on any proposed federal, state or local legislation and regulation that would affect the food policy system of this State. (5) Advise and inform the Governor on the food policy of this State. (6) Review grant proposals and alternative funding Sources as requested by the Director to provide recommendations for funding the [Strategic] Plan. (7) Develop new resources related to the [Strategic] Plan. (8) Advise, assist and make recommendations to the Director for the creation and administration of the Program, and (9) On or before January 31 of each year submit an annual report to the Director and the Director of the Legislative Counsel Bureau concerning the accomplishments and recommendations of the Council concerning food security.

f. The Office of Food Security contracted with The Blueprint Collaborative, who partnered with the Guinn Center, to design, oversee, and manage the strategic planning process resulting in a draft 2023 Nevada Food Security Strategic Plan.



A Compelling Need



The 2008 Great Recession affected the economic livelihood of many Nevada families and resulted in a combination of higher levels of food insecurity throughout Nevada's rural, urban, and tribal communities. In subsequent years, government leadership; stronger collaboration among agencies, nonprofits, and providers; as well as additional federal, state, and private resources and focus, resulted in reducing hunger and food insecurity. Evaluations documented real gains. For example, in 2016, "Nevada was one (1) of 16 states to experience a significant decrease in food insecurity. From 2016-2019, only one (1) in eight (8) Nevadans remained food insecure."^{g,h}

Unfortunately, in 2020 the coronavirus pandemic (COVID-19) unleashed another cycle of economic devastation upon many Nevada families. The rapid rate at which economic insecurity spread, the nature of the challenges prompted by this public health disaster, and the far-reaching impacts exacerbated existing gaps and revealed new ones within Nevada's food security ecosystem.

Recent data from *Feeding America*, which collects state-level information on hunger, ranks Nevada eighth (8th) nationally among states with the highest projected overall food insecurity rates in 2021 - at 15.2 percent. While this reflects a decrease from a 2020 projected rate of 17.1 percent, it represents an increase from 12.1 percent in 2019. Additionally, Feeding America data reveals that food insecurity rates in Nevada increased 24.8 percent between 2019 and 2021. This increase in the food insecurity rate was driven largely by significant increases in unemployment during COVID-19. Similarly, Nevada is ranked eighth nationally among states with the highest projected rates of very low food insecurity in 2021 (6.2 percent) compared to 2019 actuals of 2.8 percent. Very low food insecurity rates in Nevada have increased roughly 29.2 percent between 2019 and 2021.



g. Alisha Coleman-Jensen, Matthew P. Rabbitt, Christian A. Gregory, and Anita Singh. Household Food Security in the United States in 2016. U.S. Department of Agriculture. <https://www.ers.usda.gov/webdocs/publications/84873/err-237.pdf>

h. Alisha Coleman-Jensen, Matthew P. Rabbitt, Christian A. Gregory, and Anita Singh. Household Food Security in the United States in 2018. U.S. Department of Agriculture. <https://www.ers.usda.gov/webdocs/publications/94849/err-270.pdf?v=1893.2>

Feeding America also reported that, in 2021, Nevada ranked fifth in the nation among states with the highest projected child food insecurity rates at 23.0 percent, compared to 17.7 percent in 2019 prior to COVID-19. In Nevada, child food insecurity rates increased 30 percent between 2019 and 2021, reflecting the impacts of the public health crisis which witnessed the closure of schools, a source of regular meals for many school-aged children. In 2021, Nevada ranked second nationally (tied with Hawaii) among states with the highest projected rates of children in very low food insecurity in 2021 (8.1 percent) compared to 6.3 percent in 2019. The rates of children identified as very low food security increased 28.6 percent between 2019 and 2021. While food insecurity may be harmful to individuals of all ages, it can be especially devastating to children. Food insecure children are more likely to repeat a grade in elementary school, experience developmental impairments in areas like language and motor skills and have more social and behavioral problems.

On the opposite end of the age spectrum, some seniors in Nevada are also vulnerable to food insecurity. In 2017, it was estimated that 14.8 percent of older Nevadans were food insecure. About 80,000 Nevadans ages 60 and older were identified as food insecure. Data projections suggest that Nevada will witness a 36 percent increase in the older adult population over the next ten years. Thus, it is estimated that by 2025, almost 100,000 older Nevadans will need nutrition/emergency food services.ⁱ Studies have also documented the link between food insecurity and poor health among older individuals. Food insecurity is a strong predictor of poor health and disease, such as heart disease, stroke, lung disease, and diabetes, and impacts the ability of the individual to age in place^j

Illustrating the degree of food insecurity, many Nevadans participate in federal supplemental nutrition programs. According to the Center on Budget and Policy Priorities, in Fiscal Year 2021, 453,300 Nevada residents, or 14 percent of the state population (1 in 7) received Supplemental Nutrition Assistance Program (SNAP) funds.^k Of the individuals who participate in SNAP, almost 62 percent are in families with children. More than 30 percent are in families with members who are older adults or have disabilities. And 44 percent of SNAP recipients are in working families. In recent years, Nevada has successfully increased the number of eligible individuals participating in SNAP. In 2018, 92 percent of eligible individuals participated in SNAP, up from 61 percent in 2009. However, senior SNAP participation in Nevada's rural and small towns lags the national average.



i. Nevada Office of Food Security. 2018. Nutrition Programs for Older Nevadans and Preliminary Recommendations. Seniors. [https://dphh.nv.gov/uploadedFiles/dphhngov/content/Programs/GCFS/dta/Publications/Nutrition%20Programs%20for%20Older%20Nevadans\(2\).pdf](https://dphh.nv.gov/uploadedFiles/dphhngov/content/Programs/GCFS/dta/Publications/Nutrition%20Programs%20for%20Older%20Nevadans(2).pdf)

j. Nevada Office of Food Security. 2018. Nutrition Programs for Older Nevadans and Preliminary Recommendations. Seniors. [https://dphh.nv.gov/uploadedFiles/dphhngov/content/Programs/GCFS/dta/Publications/Nutrition%20Programs%20for%20Older%20Nevadans\(2\).pdf](https://dphh.nv.gov/uploadedFiles/dphhngov/content/Programs/GCFS/dta/Publications/Nutrition%20Programs%20for%20Older%20Nevadans(2).pdf)

k. Center on Budget and Policy Priorities. Nevada Supplemental Assistance Program. https://www.cbpp.org/sites/default/files/atoms/files/snap_factsheet_nevada.pdf

Nevada Food Security Strategic Planning Process



This strategic plan reflects input gathered from public, private, and nonprofit representatives across Nevada. The relationships among the food ecosystem activities and strategies to establish long-term food security are complex. Therefore, effectively addressing food security in Nevada requires various programs to function together efficiently as a hunger and nutrition safety net, while building a system to ensure they complement and supplement each other. To this end, the Nevada Department of Health and Human Services contracted The Blueprint Collaborative, who partnered with the Guinn Center, to facilitate a comprehensive strategic planning process to address the issue of food security in Nevada. The process was initiated July 2021 and completed November 2022.

A Food Security Working Group was created to oversee and provide input to the strategic planning process. Two surveys were designed and administered: one for service providers and a second for end users of the food security ecosystem. In addition, three work groups were created to address specific core areas of food security in Nevada. The information collected was used to inform a needs assessment.

A number of activities took place in the development of this plan. They included:

- **Surveys** – Surveys were distributed electronically and made available in hard copy via list serves, food banks, meals on wheels programs, state agencies and nonprofit providers.
- **Strategic Planning Sessions** – More than 30 agency, service provider, and advocate partners participated in a half-day strategic planning session. This was followed by five strategic planning sessions focused on elaboration of each pillar of the strategic plan.
- **Focus Groups and Interviews** – Four focus groups were conducted with service providers, seniors, Latino community members, and members from Nevada’s tribal communities. Additionally, one on one interviews were conducted with partners in the food security ecosystem.

Participation was broad and diverse:

- More than 1,000 community members provided input via surveys
- About 70 service providers of emergency food and resources completed a survey
- 35 participants, representing the public and private sectors across Nevada, took part in a strategic planning session
- 27 participants, representing the public and private sectors, participated in strategic planning sessions around each goal
- Approximately 30 participants participated in several specific focus groups and key informant interviews.

In early 2022, the two surveys referenced above were designed to assess both need and gaps in Nevada’s existing food security ecosystem. One survey was distributed to service providers in Nevada – meaning those nonprofits and agencies that provide emergency food services (e.g., food pantries, senior meals programs, community gardens). A second community survey was distributed to community members who may have participated in a food distribution program and/or sought emergency food resources. The community survey was offered in both English and Spanish. More than 70 service providers from across the state and 1,000 individuals completed the surveys. Survey participants hailed from Nevada’s rural, urban, and frontier communities.

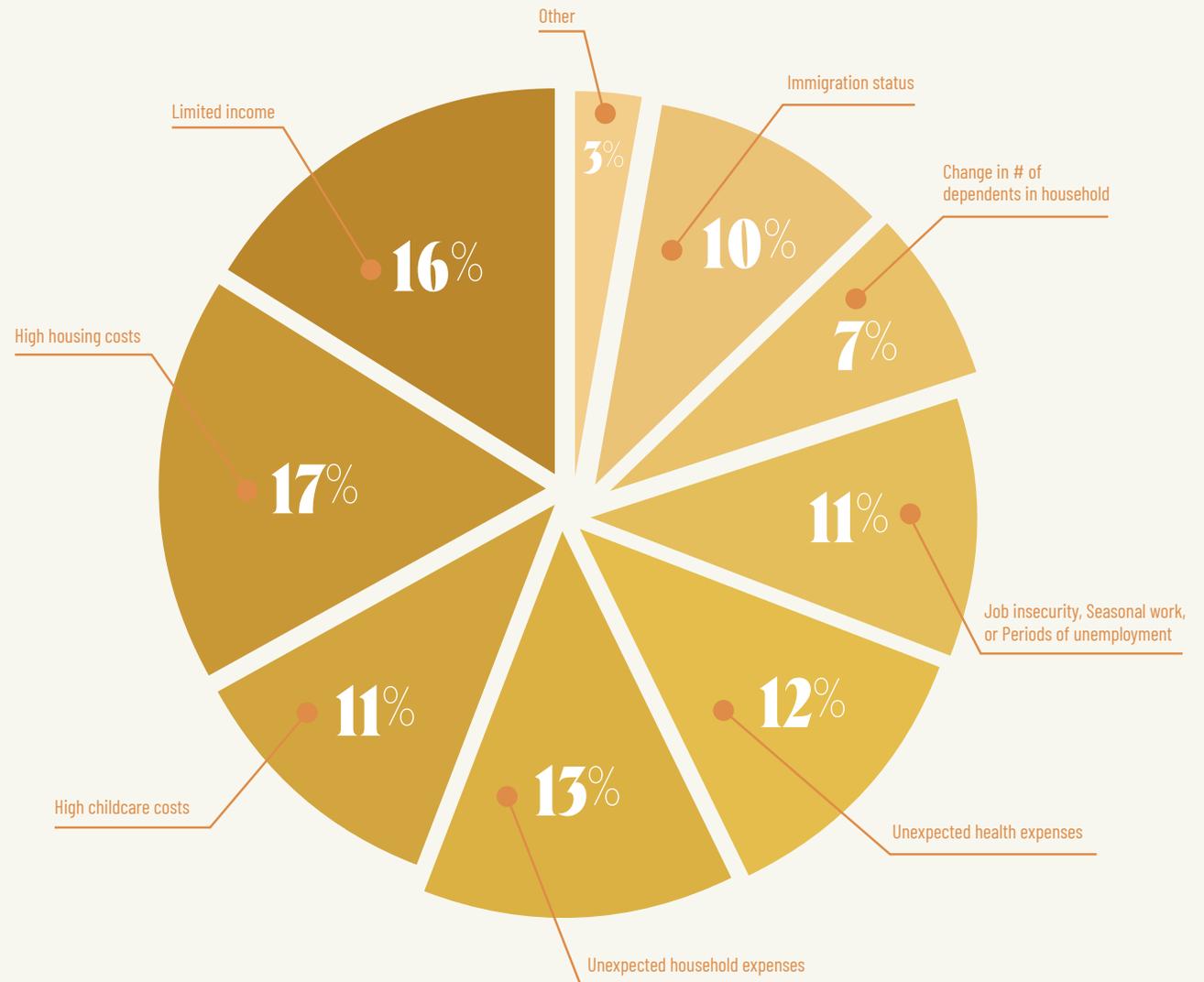
Needs Assessment Findings



Current Challenges to Food Security in Nevada

Figure 1. Structural Barriers Faced by Individuals Who are Food Insecure

The provider survey asked service providers in Nevada the following question: What are the (structural) barriers faced by individuals or families who are food insecure? The most frequently cited reasons were high housing costs (**17 percent**) followed by limited income (**16 percent**), unexpected household expenses (**13 percent**), unexpected health expenses (**12 percent**), and high childcare costs and job insecurity/periods of unemployment, (**both tied at 11 percent**), and other (**3 percent**) (see Figure 1):

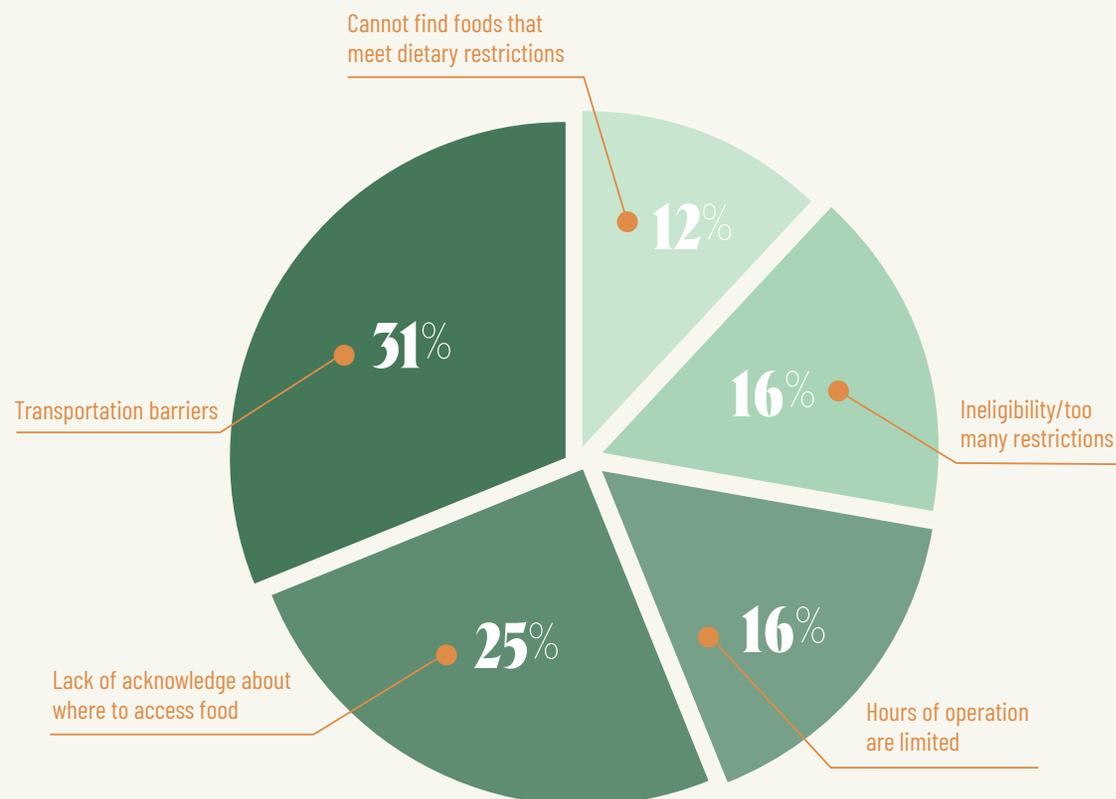


Source: Guinn Center, Food Security Service Provider Survey, 2022.

Figure 2. Barriers Limiting Use of Emergency Food Resources

Service providers were also asked: What barriers limit people's use of emergency food resources? Almost one-third (**31 percent**) of respondents identified transportation issues as a major barrier to accessing emergency food resources (see Figure 2). One quarter (**25 percent**) of providers shared that community members lacked knowledge about where to access emergency food resources. Approximately **16 percent** of service provider respondents noted that community members faced challenges accessing emergency food resources due to limited hours of operation of emergency food operators and/or due to restrictions or requirements making them ineligible to receive services.

The survey of community members revealed similar barriers and gaps in accessing emergency food resources as those reported by service providers. Community members were asked: If you needed food in the last year but could not get it, what are some of the problems you faced in getting food? Almost one-fifth (**18 percent**) of community members indicated that they could not access emergency food resources because they were ineligible for benefits (see Figure 3). About **12 percent** reported that they did not access emergency food resources due to shame or embarrassment in seeking assistance. And **11 percent** of community members identified each of the following as barriers to accessing food resources: (1) transportation barriers, (2) hours of operation of emergency food pantries conflict with work schedules, and (3) a lack of information about how and where to access emergency food resources.



Source: Guinn Center, Food Security Service Provider Survey, 2022.

I. According to Pew Research Center, as of 2016, Nevada has the highest number of unauthorized immigrants as a share of the total population (7.1 percent), followed by Texas (5.7 percent) and California (5.6 percent). <https://www.pewresearch.org/hispanic/interactives/u-s-unauthorized-immigrants-by-state/>

Figure 3. Challenges Accessing Emergency Food Resources

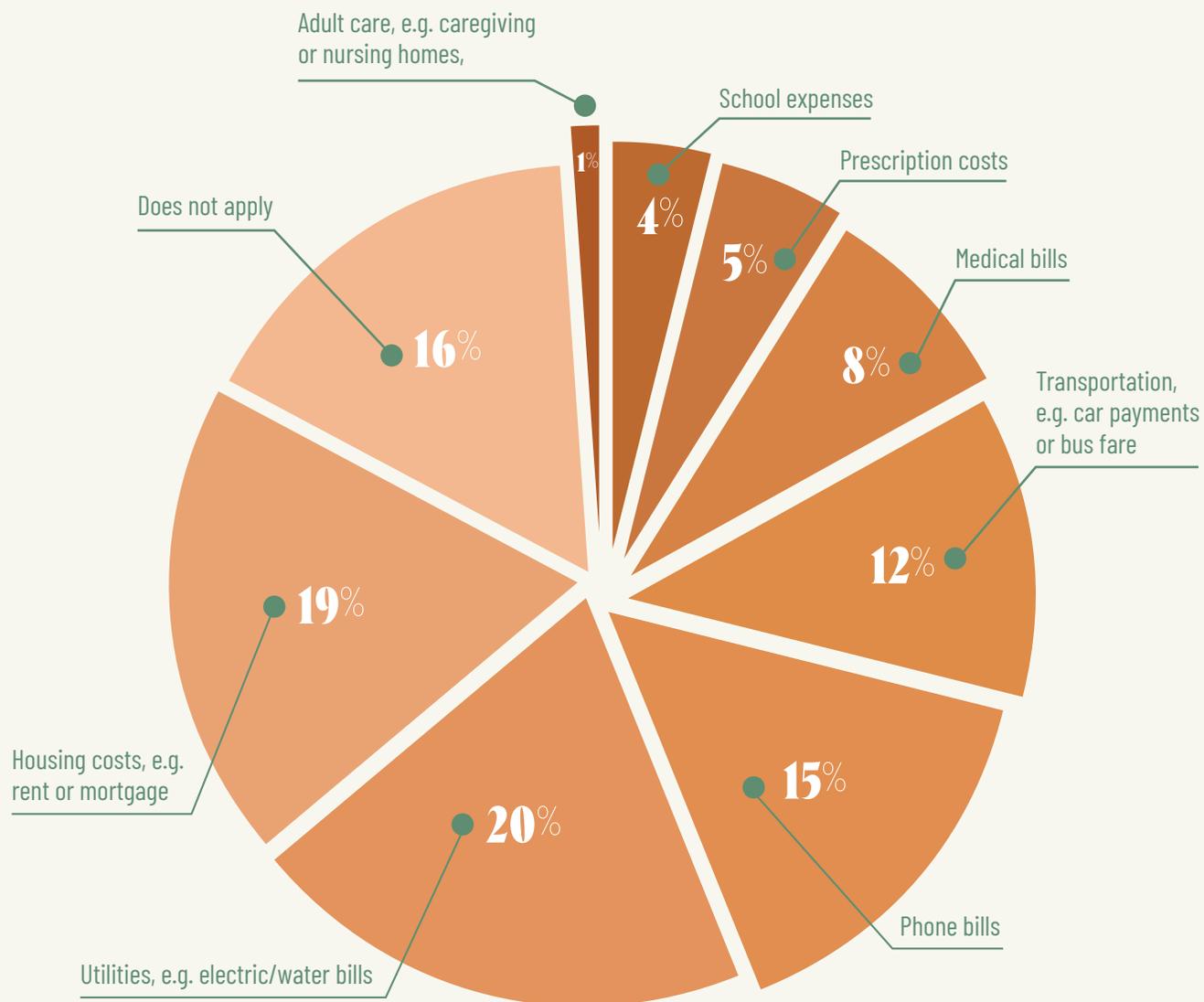


As stated previously, food insecurity is characterized by reduced food intake and/or a disruption of eating patterns by one of more household members because the household lacks money or other resources for obtaining food. The recent 2022 survey of Nevada community members also revealed some of the current challenges that are straining household budgets and making it more difficult to purchase food.

The survey asked community members: In the last year, have you ever had to choose between paying for food and paying for any of the following things? One-fifth (**20 percent**) of community members indicated that they had to choose between paying for food or paying a utility bill (see Figure 4). Approximately **19 percent** of respondents shared that their household had to choose between paying for food or paying housing costs (e.g., rent or mortgage). About **15 percent** said they had to choose between paying for food or paying a phone bill. And **12 percent** indicated they had to choose between paying for food or for transportation costs (e.g., car repairs, taxis).

Source: Guinn Center. Food Security Service Provider Survey, 2022.

Figure 4. Purchasing Food Versus Paying for Other Expenses

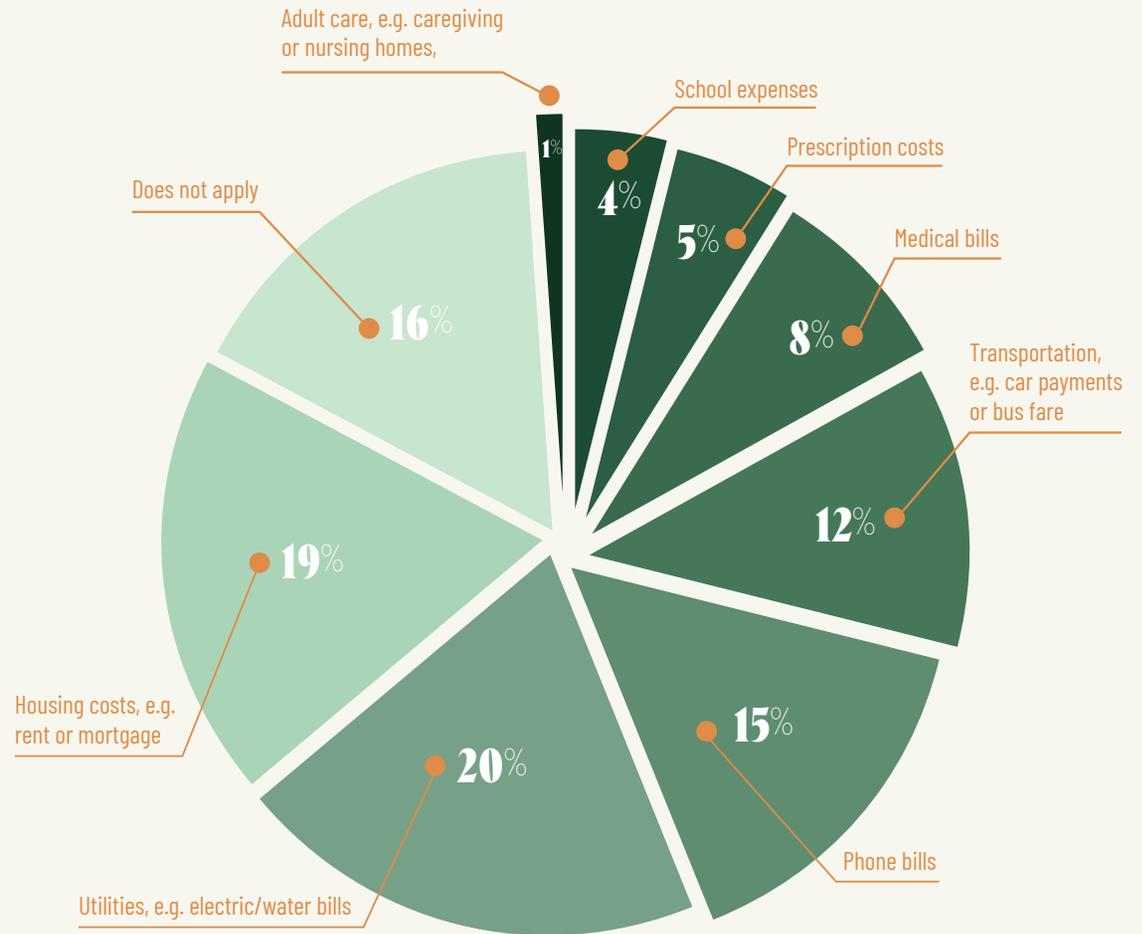


Similarly, the survey administered as part of this strategic planning process asked community members the following: In the last year, which of the following have made it very difficult to purchase food every month? One-fifth (**20 percent**) stated that utility bills had made it difficult to purchase food every month (see Figure 5). Slightly less (**19 percent**) of community members indicated that housing costs (e.g., rent, mortgage) had made it difficult to purchase food every month. And **15 percent** reported that phone bills had made it difficult to purchase food every month, followed by transportation costs (**12 percent**).

Figure 5. Expenses Which Make it Difficult to Purchase to Food Every Month

Almost **80 percent** of service providers indicated that there are “gaps in the food security system” and “unmet needs among those who face food insecurity.” The gaps most frequently identified by providers in the open response question were:

- Eligibility restrictions that affect families and children who are not legal residents of the U.S., in particular
- Lack of information about where to access emergency food services/resources
- A fragmented, siloed emergency food system
- Challenges facing older, isolated seniors to access emergency food resources and services, particularly in Nevada’s rural, frontier, and tribal communities
- Inadequate funding of social services that is unable to meet growing demand
- Lack of access to fresh food; lack of availability of fresh food at food banks/pantries
- Lack of nutrition-dense foods at food banks/pantries



Source: Guinn Center. Food Security Service Provider Survey. 2022.

m. Nevada Office of Food Security Strategic Planning Process Survey. 2022. Designed by the Guinn Center, in partnership with The Blueprint Collaborative.

The Strategic Plan



The Nevada Food Security Strategic Plan is a systemic plan that is intended to be used by all partners to promote food security efforts across Nevada. The Council on Food Security (CFS) assures progress and guidance of the plan, and the OFS will carry out the plan with its partners as it seeks to increase access to nutrition-dense and affordable food for populations who are at increased/higher risk for food insecurity.

There are three components that make up the Nevada Food Security Strategic Plan 2023:

- Narrative (background, needs assessment, challenges)
- Implementation Guide (goals, objectives, strategies, timeline, benchmarks, roles, funding)
- Roles & Responsibilities (specific to departments, agencies, and partners)

The following pages introduce the framework of the Strategic Plan and includes an in-depth section for each of the themes that make up the plan. The complete Food Security Implementation Guide and Food Security Strategic Plan Roles and Responsibilities are included as Appendices A and B.



Themes of the Plan

There are five foundational themes (“pillars”) of the Nevada Food Security Strategic Plan. Each core pillar outlines the objective of the collective efforts. For each pillar, the strategic plan outlines goals that are supported by strategies, tactics, benchmarks, a timeline for implementation, identified ownership or

responsible party for implementation and/or monitoring of the action, the roles that partners may play, and information that indicates whether funding may be needed to implement the action. The pillars on which this strategic plan is built are as follows:

Lead



Lead systems change to improve food security through greater collaboration, information-sharing, and policy development efforts.

Grow



Grow Nevada local food sources.

Feed



Feed Nevada’s population at increased/higher risk for food insecurity.

Reach



Reach populations in Nevada that are experiencing food insecurity and/or that are at increased/higher risk for food insecurity with nutrition-dense and affordable and culturally appropriate foods.

Build



Build Nevada’s food security ecosystem by increasing capacity and education.

Pillar One: Lead

Improving food security and reducing hunger in Nevada will require greater collaboration, information-sharing, and coordinated efforts. Food security ecosystem partners have identified a lack of collaboration among government agencies. In the survey of food security service providers, almost 30 percent of respondents did not agree that “there is alignment and collaboration among state and non-state agencies to strengthen statewide food security strategies.” There was mention of a lack of coordination and the absence of opportunities to “come together to set common goals and coordinate service and support across communities.” To address the current gaps, food security leaders across the state of Nevada seek to LEAD systems change to improve food security through greater collaboration, information-sharing, and policy development efforts across various partners and levels of government. These efforts will enable improvements in systems, organizations, and processes designed to reduce hunger.

Collectively, the strategies articulated in the Nevada Food Security Strategic Plan will help improve cooperation across the food security ecosystem with the goal of securing greater federal, state, and private resources to fund much-needed hunger alleviation programs and identifying sound, sensible policies that will support the efficient and effective delivery of services and programs. Policies will be developed with greater representation and input of individuals who face higher risk of food insecurity and/or lived experience with housing insecurity. OFS will lead most of the strategies identified in the strategic plan and those efforts, in partnership with ecosystem partners.



The following table highlights the goals and objectives that have been determined for the LEAD pillar. Additional information essential to the implementation of the LEAD pillar is included in the Implementation Guide (Appendix A).

Lead Goal 1: Enhanced cooperation, communication, and representation to support policy development and resource utilization.

Objective I: Improve collaboration, communication, coordination, and information-sharing among food ecosystem partners.

Objective II: Increase representation of partners from transportation and housing sectors, tribal communities, and those who have lived experience with food insecurity in decision-making processes related to food security.

Lead Goal 2: Policies and funding are in place to help reduce food insecurity.

Objective I: Seek funding to support programs and initiatives to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food.

Objective II: Support state and federal grant applications that will direct funding to food security programs by improving data and collection and evaluation.

For the Lead pillar, we will know we have been successful when grant funds for food security have increased, food security service delivery has increased, the individual food insecurity rate has been reduced, and the funds from SNAP-Ed have been maximized.

Pillar Two: Grow



The recent pandemic revealed gaps in Nevada’s food security ecosystem. In particular, the supply chain challenges experienced by Nevada, underscored the need to strengthen and scale Nevada’s ability to feed its population. Confirming the system gaps, only 37 percent of survey respondents believed that “Nevada’s use of local foods to address food insecurity is excellent or good.” Small farmer partners identified a need for additional resource support, stronger relationships with government partners, and opportunities to share information across the ecosystem.

To address this gap, Nevada’s food security ecosystem partners seek to GROW our own local food sources asserting that the increased production of local foods will help reduce Nevada’s increased vulnerability to supply chain disruptions. Increasing local production will require expanded and/or new (federal and state) funding mechanisms and greater collaboration across agricultural partners, including small urban and large rural producers of specialty crops, federal agencies (particularly the U.S. Department of Agriculture), the Nevada Department of Agriculture, and nonprofit partners.

Grow Goal 1: Nevada feeds itself and local food is consumed locally.

Objective I: Strengthen Nevada’s food security supply chain and food system.

Objective II: Support the expansion of state/local programs that promote the consumption of locally produced agricultural goods.

Grow Goal 2: Nevada’s local farmers have access to information, capital, and programs to support food production.

Objective I: Strengthen communication and collaboration among farmers and ranchers in Nevada, particularly small producers, to raise awareness about programs and resources.

Objective II: Help advance access to capital, or innovative programs that clear roadblocks to local food production.

For the Grow pillar, we will know we have been successful when Nevada has increased locally grown food.

Pillar Three: Feed

A healthy food security ecosystem is one that is able to deliver food to people. Nevada is a highly urbanized state meaning that almost 89% of its people and infrastructure are concentrated in its urban population centers in the Las Vegas and Reno/Sparks metropolitan areas. As such, some communities in Nevada are more vulnerable to logistical challenges. In the survey of food service providers, almost 30 percent of respondents indicated that transportation barriers limited a person's use of emergency food resources. Additionally, because they may have to travel greater distances to buy groceries, people who live in remote (e.g., frontier or tribal) communities must sometimes add significant mileage expenses to the cost of obtaining their food. Some rural communities only have one location to buy groceries, which may contribute to higher food prices and less food variety. Seniors who have reduced mobility may also have a reduced ability to access food. All of these logistical factors contribute to the variation of costs associated with obtaining fresh produce and nutrition-dense products and are particularly significant in Nevada.

The recent public health crisis and the extent to which it affected every region in the state placed greater pressure on Nevada's ability to deliver emergency food resources to a greater number of people, many of whom were at higher risk of food insecurity. The economic crisis also exacerbated challenges in the distribution system between the regional food banks and local partners. Food security leaders across the state seek to FEED Nevada's population at increased/higher risk for food insecurity by improving systems that distribute food to people and use resources more efficiently. Food ecosystem partners are prepared to come together to explore ways to improve and strengthen Nevada's logistics, distribution, transportation, and storage systems. The anticipated efforts in the years to come, as outlined in the Nevada Food Security Strategic Plan, will build upon ongoing efforts, including but not limited to a recent Nevada Department of Agriculture grant that will support improvements in distribution systems to deliver food to areas of higher and unmet need.



Feed Goal 1: Nevada has efficient logistics, distribution, transportation, and storage systems to address food insecurity.

Objective I: Help advance improvements in the food logistics, distribution, transportation, and storage systems and funding for those systems with the goal bringing food to people to address food insecurity while creating a sustainable food ecosystem that values workers, consumers, and the land.

Objective II: Support new strategic partnerships that can assist with transportation needs and efforts to distribute food to people, particularly individuals at increased/ higher risk for food insecurity.

Feed Goal 2: Nevada's food recovery efforts reduce food waste.

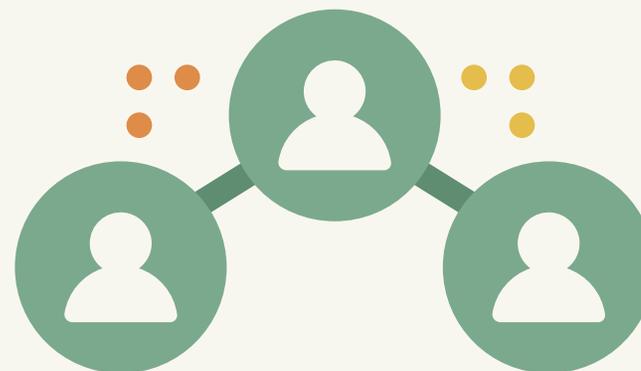
Objective I: Strengthen producer, processor, and market networks to support food recovery.

For the Feed pillar, we will know we have been successful when Nevada has increased the number of people receiving food through mobile delivery options and increased the number of pounds of food recovered and diverted from landfills.

Pillar Four: Reach

The recent pandemic exacerbated existing gaps and exposed new ones in Nevada's food security ecosystem, particularly around access to emergency food resources including food pantries and food banks. Over half (54%) of the community service providers surveyed for this project stated that participation in federal and/or state nutrition programs among individuals who are food insecure was fair or poor. And one third of providers stated that "service providers were not using client-centered strategies that increase access to nutrition programs and resources that address determinants of hunger." Many community members who face increased and/or higher risk of food insecurity are not able to participate in federal and state programs. Rural and tribal community members often face additional barriers to accessing food. Some neighborhoods in Nevada still lack grocery stores stocked with affordable, nutrition-dense, and fresh foods. Over 80 percent of service providers who participated in the survey that was administered as part of the strategic planning process indicated that there was unmet need among those who are food insecure in Nevada.

To that end, food security leaders across the state seek to REACH populations in Nevada who are experiencing food insecurity and/or who are at increased/higher risk for food insecurity with nutrition-dense, affordable, and culturally appropriate foods. Efforts will include identifying ways to expand participation in federal and state nutrition programs (e.g., SNAP-Ed) as well as reach new populations that are not currently served. Partners are prepared to collaborate to explore ways to expand client-centered strategies, particularly those that consider new challenges faced by families and individuals who are housing insecure and who may not have access to kitchen facilities.



Reach Goal 1: Increase participation in state/federal nutrition programs by those experiencing food insecurity and/or who are at increased/higher risk for food insecurity.

Objective I: Increase participation in programs designed to reduce food insecurity.

Reach Goal 2: Increase access to food through promotion of client-centered strategies.

Objective I: Expand client-centered options for those who have limited access to grocery stores, cooking/storage facilities, etc.

Objective II: Increase awareness of available culturally appropriate food options among food pantry and food bank staff.

For the Reach pillar, we will know we have been successful when Nevada has increased year-over-year participation rates among consumers in food security programs, reached populations currently not being served, reduced the waitlist on NDHHS funded programs, and decreased the number of food deserts.

Pillar Five: Build

Prior to the Coronavirus pandemic, Nevada's food security ecosystem partners worked to increase organizational capacity and service delivery options to address community needs in Nevada. Food insecurity rates were decreasing before the pandemic, reflecting the growing success of local partners to connect Nevadans to resources and assistance.

However, the pandemic, stressed the existing organizational and financial capacity of Nevada's food security ecosystem partners to provide resources to meet the community's acute needs. In a survey of community service providers, 55% of respondents indicated that they faced organizational challenges in addressing food insecurity among community members. Over half of respondents said they faced capacity challenges in addressing food insecurity among community members. Service providers indicated that they require more people to help distribute food, more physical capacity (storage, refrigerator space) to store food, and more financial support to help fund general operations. Service providers and community organizations also seek to address the drivers of food insecurity to decrease that the numbers of Nevadans who may need emergency food resources. Food security leaders will work to remove barriers and support and facilitate ways to BUILD Nevada's food security ecosystem by fostering environments that enable Nevadans to make informed decisions. Building capacity and focusing on drivers of food insecurity will increase access to foods, expand healthier food choices, and increase knowledge to sustain the community's ability to consistently access adequate food options.



Build Goal 1: Increase local and community capacity to provide food and reduce food insecurity.

Objective I: Support ways to increase funding for service providers to build physical and organizational capacity and for general operating support.

Objective II: Increase outreach and engagement with Nevada's tribal communities to help build their capacity to grow, secure, and provide food to their members.

Build Goal 2: Resources and programs are available to populations that are experiencing food insecurity and/or who are at increased/higher risk for food insecurity.

Objective I: Collect and promote information about food resources in Nevada and about how to prepare nutrition-dense foods.

Objective II: Community partners plan for the future of food security solutions.

For the Build pillar, success will be determined when Nevada has decreased the number of food deserts, increased grant funding, and reduced the food insecurity rate across Nevada.

Recommended Systematic Approaches



The following table outlines the recommended systematic approaches as outlined in the Strategic Plan and Implementation Guide that the food security ecosystem will work on together.

As a crosswalk between pillars of the Strategic Plan and timeline, five different colors are used to indicate the five pillars:

- Lead
- Grow
- Feed
- Reach
- Build

Abbreviations: G=Goal; for example, G1= Goal 1

Recommended Approaches	Now	Next	Later
Meet with Nevada’s federal delegation and the NV Legislature Interim Health and Human Services Committee to brief them on food security issues; Make presentations to county/city boards to raise awareness about need. (Lead, G1)			
Local and/or regional councils and/or working groups will meet quarterly to share information. (Lead, G1)			
Revise the Nevada Revised Statute (NRS) to add up to three seats on the CFS for individuals who have lived experience with food insecurity and/or homelessness. (Lead, G1)			
Include individuals from the housing and transportation sectors on the Council on Food Security (CFS). (Lead, G1)			
Include 2 members of Nevada’s tribal communities on the CFS and support the Food Bank of Northern Nevada’s efforts to engage tribal partners. (Lead, G1)			
Organize and host an annual Food Security Summit/Conference (Lead, G1)			
Establish baseline data, improve measurement of outcomes, encourage data-sharing agreements, and improve available data. (Lead, G2)			
Support an increase in Nevada’s matching grant fund program. (Lead, G2)			
Analyze public funding streams and models of best practices, identify policy gaps and opportunities, and identify ways to increase public funding for programs to reduce food insecurity, expand the availability of/ accessibility to food, and improve affordability of food. (Lead, G2)			
Provide technical assistance to service providers to help more effectively utilize various grant funding streams. (Lead, G2)			
Coordinate with master gardener programs to promote free/low-cost garden education programs/materials. (Grow, G1)			
Develop an emergency response plan for Nevada food banks/pantries who may experience disruptions to their food supply during emergencies. (Grow, G1)			
Work with producers and other partners to identify and address barriers preventing the production, sale, and use or expansion of local foods, and review policies/regulations that restrict the use of agricultural products on site at schools and childcare centers. (Grow, G1)			

Recommended Systematic Approaches



KEY

- Lead
- Grow
- Feed
- Reach
- Build

Support the Young Farmers Coalition in Nevada. (Grow, G2)			
Help facilitate regular communication, collaboration, and partnerships between NV Dept. of Agriculture, USDA, and Nevada farmers. (Grow, G2)			
Include a Small Farmers Track in the annual Food Security Summit. (Grow, G2)			
Provide technical support to partners who are seeking permanent funding for Home Feeds Nevada by 2025. (Grow, G2)			
Identify land needs and ways to secure land for the production of specialty crops and nutrition-dense foods. (Grow, G2)			
Seek increased state funding for specialty crop production (e.g., Specialty Crop Production Block Grants) and for alternative and sustainable growing operations. (Grow, G2)			
Encourage service providers to explore ways to partner with nonprofits who have vehicle fleets to support food distribution efforts. (Feed, G1)			
Identify a state lead to apply for the federal SNAP EBT Modernization Technical Assistance Center grant. (Feed, G1)			
Evaluate Nevada's food logistics, distribution, transportation, and storage systems to identify gaps, and collect data to identify unmet need, and at-risk areas that are not being served. (Feed, G1)			
Encourage data-sharing across agencies to identify and map unmet need and use the data to inform new distribution sites, partners, and programs. (Feed, G1)			
Develop strategic partnerships and/or design pilots to increase home-delivery programs and mobile grocery shopping programs that bring healthy, affordable food to populations that are at increased /higher risk for food insecurity. (Feed, G1)			
Educate households, businesses, and institutions to help reduce food waste. (Feed, G2)			
Identify and raise awareness about the protections related to donating food and identify policy changes needed to improve food waste diversion. (Feed, G2)			
Generate baseline data regarding food waste/recovery in Nevada, including a list of food recovery partners. (Feed, G2)			
Develop and share targeted marketing materials, and work with new partners to accept supplemental nutrition assistance applications. (Reach, G1)			
Increase participation in WIC/SNAP by (1) working with schools to ensure that information on how to apply for SNAP/ WIC is included with Free and Reduced Lunch applications; and (2) having SNAP/WIC navigators attend school events to help complete applications. (Reach, G1)			
Support rural capacity building efforts to administer Child and Adult Care Food Program and Summer Food Service Program. (Reach, G1)			

Revise the SNAP State Plan to allow for restaurant meals and hot prepared foods from grocery stores to be purchased using SNAP. (Reach, G2)			
Identify and address challenges in the built environment by including input from the food security ecosystem partners in the walkability audits conducted by Clark and Washoe Counties. (Reach, G2)			
Meet with Regional Transportation Commissions in Clark and Washoe Counties to review bus routes and evaluate whether at populations who are experiencing food insecurity and/or are at higher risk for food insecurity have bus access to grocery stores. (Reach, G2)			
Encourage providers to offer (a) cultural competency training about culturally appropriate foods, and (b) diversity, equity, and inclusion training. (Reach, G2)			
Encourage state and local public and private funders to allow nonprofits to build dry storage and refrigerated storage options, and to use funds for general operating support. (Build G1)			
Work with Nevada Grants Office to increase utilization of the food security list-serve that will serve as a single clearing house for food security grant opportunities. (Build, G1)			
Support efforts to increase the Fund for a Healthy Nevada (FHN) resources dedicated to food security. (Build, G1)			
Identify and coordinate with designated state Tribal Liaisons, community partners established within tribal communities, and points of contact at the Nevada Indian Commission. (Build, G1)			
Collaborate with the Food Bank of Northern Nevada's Tribal Specialist to address barriers that tribal communities face and connect them with technical assistance, as needed. (Build, G1)			
Use lessons learned from ongoing Prescription Pantry programs and identify new strategic partnerships (particularly with health care providers) to address the social determinants of food insecurity and explore ways to increase food distribution sites. (Build, G2)			
Support access to readily available and culturally appropriate training on nutrition, growing, and cooking food; and promote community learning kitchens. (Build, G2)			
Work with partners to connect community members experiencing food insecurity with financial literacy programs, workforce development agencies, and career supports. (Build, G2)			
Leverage local/regional resource guides and compile information in a single online/electronic resource guide that provides information about food service providers (hours, location, etc.) and related assistance programs (e.g., utility assistance, rental assistance); and ensure Nevada 2-1-1 has current information on food security resources. (Build, G2)			
Ensure community health workers are trained to work with specific populations experiencing food insecurity and/or who are at higher/increased risk for food insecurity. (Build, G2)			



- Lead**
- Grow**
- Feed**
- Reach**
- Build**
- KEY

Evaluation Plan



Food security leaders across the state seek to reduce food insecurity and hunger and close the meal gap by strengthening the Silver State’s food security ecosystem. The Nevada Food Security Strategic Plan (2023) provides a roadmap for focusing resources and attention with the goal of improving outcomes and reducing hunger. The State of Nevada and other ecosystem partners will measure outcomes by confirming and/or gathering baseline data, monitoring progress, and evaluating the following measures on an annual basis that will be determined by the availability of data and reporting cycles of the program/partner:

Measure of Success	Pillar & Goal	Data Source
Nevada’s government agencies and nonprofits have collectively increased grant funds by 10 percent from previous year (or period).	Lead 1 Build 2	DHHS Nutrition Unit, NV Dept of Agriculture, Nonprofits W(e.g., Three Square, Food Bank of No NV, etc.)
Nevada’s service providers have increased clients served over the previous year (or period). Includes existing service delivery and new communities and populations to be identified. Statistically significant targets to be determined by partners and programs.	Lead 1	DHHS Nutrition Unit, NV Dept of Ag, Nonprofits (e.g., Three Square, Food Bank of Northern NV, etc.)
Nevada has reduced the food insecurity rate by 1 percent over period 2023.	Lead 2 Build 3	US Department of Agriculture indicator on food security
Nevada has reduced unused DHHS supplemental nutrition program funds by 10 percent from previous year (or period).	Lead 3	DHHS Nutrition Unit
Nevada has directed more local food to Nevada food banks.	Grow 1	Nevada Department of Agriculture (NDA)
Nevada has increased the number of people receiving food through mobile delivery options (by statistically significant increases determined by partners and programs).	Feed 1	Nevada DHHS Nutrition Unit
Nevada has increased the number of pounds of prepared perishable food recovered (and diverted from landfills).	Feed 2	See: Food for People, Not Landfills Annual Report 2020. Data from: Food Bank of No NV, Three Square, Catholic Charities of Northern Nevada

<p>Nevada has increased the number of pounds of perishable non-prepared food recovered (and diverted from landfills). Targets to be determined.</p>	<p>Feed 2</p>	<p>See: Food for People, Not Landfills Annual Report 2020. Data from: Food Bank of No NV, Three Square, Catholic Charities of Northern Nevada</p>
<p>Nevada has increased the number of pounds of non-perishable food recovered (and diverted from landfills). Targets to be determined.</p>	<p>Feed 2</p>	<p>See: Food for People, Not Landfills Annual Report 2020. Data from: Food Bank of No NV, Three Square, Catholic Charities of Northern Nevada</p>
<p>Nevada has increased year-over-year participation rates among consumers in state/local food security programs. Statistically significant targets to be determined by partners and programs.</p>	<p>Reach 1</p>	<p>DHHS Nutrition Unit</p>
<p>Nevada has reduced the waitlist on Nevada Department of Health and Human Services funded programs Statistically significant targets to be determined by partners and programs.</p>	<p>Reach 2</p>	<p>DHHS Nutrition Unit</p>
<p>Nevada has decreased the number of food deserts using one of two indicators:</p>	<p>Reach 3 Build 1</p>	<p>USDA Food Access Calculator</p>
<p>(1) A statistically significant decrease in the number of “Low income and low access tracts measured at 1 mile for urban areas and 10 miles for rural areas in Nevada.” Targets to be determined.</p>		
<p>OR (2) Nevada has decreased the “Low-income population count beyond 1 mile for urban areas or 10 miles for rural areas from supermarket.” Targets to be determined.</p>		

Conclusion



The Nevada Food Security Strategic Plan (2023) lays out specific goals and strategies for helping reduce hunger in Nevada by meeting the needs of community members living in our urban, rural, frontier, and tribal neighborhoods who are experiencing food insecurity and/or who are at increased/higher risk of food insecurity. Meeting the goals of this plan and the successful implementation of the strategies will require resources.

Agencies and nonprofits need human capital to coordinate greater collaboration across ecosystem partners, provide technical assistance to community partners, and distribute food to meet the growing demand for emergency food resources. Grant funds are necessary to expand organizational capacity and the delivery of programs. An investment of time by food security ecosystem partners is needed for the purpose of meeting regularly and sharing information, collaborating to identify sound policies, and partnering to leverage resources and maximize impact. The strategic plan provides a roadmap to guide investments of time, treasure, and talent with the overarching goal of reducing hunger among Nevada's most vulnerable community members.



Appendices



APPENDIX A: Nevada Food Security Strategic Implementation Guide

The Nevada Food Security Strategic Plan (2023) is a systemic plan that is intended to be used by all partners to promote food security efforts across Nevada. The Council on Food Security assures progress and guidance of the plan, and the Office of Food Security will carry out the plan with its partners as it seeks to increase access to nutrition-dense and affordable food for populations who are at increased/higher risk for food insecurity.

There are five foundational themes (“pillars”) of the Nevada Food Security Strategic Plan. Each core pillar outlines the objective of the collective efforts. For each pillar, the strategic plan outlines goals that are supported by strategies, tactics, benchmarks, timing for implementation, identified ownership or responsible party for implementation and/or monitoring of the action, the roles that partners may play, and information that indicates whether funding may be needed to implement the action.

The pillars on which this strategic plan is built are as follows:

LEAD systems change to improve food security through greater collaboration, information-sharing, and policy development efforts.

GROW Nevada local food sources.

FEED Nevada’s population at increased/higher risk for food insecurity.

REACH populations in Nevada who are experiencing food insecurity and/or who are at increased/higher risk for food insecurity with nutrition-dense and affordable and culturally appropriate foods.

BUILD Nevada’s food security ecosystem by increasing capacity and education.

This matrix is formatted for ease of use to outline the different components of the plan. This is the framework companion to the Nevada Food Security Strategic Plan (2023), a narrative document that provides an overview of the following:

- Background**
- Needs Assessment**
- Data Analysis/Findings**
- Strategic Plan**
- Timing**
- Evaluation Plan**

PILLAR	LEAD systems change to improve food security through greater collaboration, information-sharing, and policy development efforts.					
WHY	To enable improvements in systems, organizations, and processes to support ongoing efforts to improve the food security ecosystem.					
We know we are successful when:	<p>Outcome #1: Nevada has made progress on one or more of three indicators: (a) Nevada’s government agencies and nonprofits have collectively increased grant funds from previous year (period); (b) Nevada’s government agencies and nonprofits have collectively increased the number of grants they have received from previous year (period); (c) Nevada’s service providers have increased service delivery.</p> <p>Outcome #2: Nevada has reduced the food insecurity rate period over period (using USDA indicator, 12.9% in 2016-2018).</p> <p>Outcome #3: Nevada has reduced unused DHHS supplemental nutrition program funds from previous year (period).</p>					
GOAL #1	Enhanced cooperation, communication, and representation to support policy development and resource utilization.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Improve collaboration, communication, coordination, and information-sharing among food ecosystem partners.	Organize and host an annual Food Security Summit/ Conference.	- Summit organized - # of people who attend the annual Food Security Summit	Next			
	Local and/or regional councils and/or working groups will meet jointly and quarterly to share information and/or address issues (e.g., innovative solutions, funding, workforce challenges, eligibility barriers, data sharing, etc.	- Local/regional working groups/councils meet jointly each quarter	Ongoing			
	Meet semi-annually with Nevada’s federal delegation and the NV Legislature Interim Health and Human Services Committee to brief them on food security issues and identify programs/policies that will increase food security; and make presentations regularly to county/city boards to raise awareness about need and programs.	-Identify priorities of CFS, state, and partners and develop a strategy to communicate the importance of these priorities	Ongoing			

2. Increase representation of partners from transportation and housing sectors, tribal communities, and those who have lived experience with food insecurity in decision-making processes related to food security.	Include representation of individuals from the housing and transportation sectors on CFS (and receive presentations from individuals from these sectors).	-Identify 1 policy, program, and/or pilot that housing, transportation, and food security partners can work on to mitigate drivers of food insecurity	Now			
	Request a revision of Nevada Revised Statute (NRS) to add up to three seats on the CFS for individuals who have lived experience with food insecurity and/or homelessness.	-Approval of revised legislation	Now			
	Include 2 members of Nevada's tribal communities (North, South) on the Council on Food Security, and support the Food Bank of Northern Nevada's (FBNN) efforts to engage tribal partners.	-Identify 1 new collaboration that includes a partnership between NV tribal communities and other partners	Now			
GOAL #2	Policies and funding are in place that help reduce in food insecurity.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Seek funding to support programs and initiatives to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food.	Analyze public funding streams and models of best practices in other states, identify policy gaps and opportunities in Nevada, and identify ways to increase public funding for programs to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food.	-Analysis completed and presented to CFS	Now			
	Provide technical assistance to service providers to help more effectively utilize various grant funding streams.	-Annual decrease in unused funds	Next & Later			
	Support an increase in Nevada's matching grant fund program.	-Matching fund is increased	Now			
2. Support state and federal grant applications that will direct funding to food security programs by improving data collection and evaluation.	Establish baseline data, improve measurement of outcomes (e.g., food insecurity, unmet need), encourage data-sharing agreements, and improve available data to better identify gaps, unmet need, and at-risk areas that are not being served - of which can inform federal and private grant applications.	-Baseline data established -Improved measure of need/food insecurity -Key data indicators shared across food security ecosystem	Ongoing			

PILLAR	GROW Nevada local food sources.					
WHY	To increase production of local specialty crops (e.g., fruits and vegetables) and nutrition-dense foods and reduce Nevada's increased risk to supply chain disruptions.					
We know we are successful when:	<p>Outcome #1: Nevada has increased locally grown specialty crops for human consumption by 15%.</p> <p>Outcome #2: We have made progress in one or more of the following three indicators: (a) Nevada's agencies and nonprofits collectively have increased grant funding by 10% from previous year (period) OR the number of grants Nevada's agencies and nonprofits have received collectively to support local production of specialty crops for human consumption has increased by 10%.</p>					
GOAL #1	Nevada feeds itself and local food is consumed locally.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Strengthen Nevada's food security supply chain and food system.	Develop an emergency response plan for Nevada food banks/ pantries who may experience disruptions to their food supply during emergencies, economic downturns.	-Plan developed and approved	Now			
	Work with producers and other partners to identify and address barriers preventing the production, sale, and use or expansion of local foods, particularly in systems that serve senior centers, schools, and childcare centers, and review policies/regulations that restrict the use of agricultural products on site at schools and childcare centers.	-OFS compiles research -CFS will invite presentations on the topic -Local/regional groups will present information to CFS	Next & Later			
2. Support the expansion of state/local programs that promote the consumption of locally produced agricultural goods.	Coordinate with master gardener programs in Nevada to promote free and low-cost garden education programs and materials, and encourage participation in garden education programs at institutions, schools, senior centers, and childcare centers.	-Number of people who receive training -Number of community, school, and childcare gardens	Ongoing			

GOAL #2	Nevada's local farmers have access to information, capital, and programs to support food production.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
<p>1. Strengthen communication and collaboration among farmers and ranchers in Nevada, particularly small producers, to raise awareness about programs and resources.</p>	<p>Help facilitate regular communication, collaboration, and partnerships between Nevada Department of Agriculture (NDA), USDA, and Nevada farmers.</p>	<p>-Quarterly meetings between NDA and Nevada farmers</p>	<p>Now</p>			
	<p>Include a Small Farmers Track in the annual Food Security Summit.</p>	<p>-Annual Food Security Summit launched -Small Farmers Track included</p>	<p>Next</p>			
	<p>Support the Young Farmers Coalition in Nevada.</p>	<p>-Young Farmers Coalition will identify priorities and develop a strategy to communicate priorities -Coalition will meet with CFS, NV Interim Legislative Committee on Natural Resources</p>	<p>Ongoing</p>			
<p>2. Help advance access to capital or innovative programs that clear roadblocks to local food production.</p>	<p>Identify land needs and ways to secure land for the production of food.</p>	<p>-Local farmers (including Young Farmers Coalition) will identify land needs and present to CFS and NV Legislature Interim Committee on Natural Resources</p>	<p>Next & Later</p>			
	<p>Seek increased state funding for food production (e.g., Specialty Crop Production Block Grants) and for alternative and sustainable growing operations, particularly those that use less water than conventional methods, utilize regenerative agriculture methodology as well as those that allow greenhouses and hoop houses.</p>	<p>-Increase in funding for specialty crop programs</p>	<p>Next & Later</p>			
	<p>Provide technical support to partners who are seeking permanent funding for Home Feeds Nevada by 2025.</p>	<p>-Increase in funding for Home Feeds Nevada</p>	<p>Now</p>			

PILLAR	FEED Nevada's population at increased/higher risk for food insecurity					
WHY	To improve systems that distribute food to people and use resources more efficiently.					
We know we are successful when:	<p>Outcome #1: Nevada has increased the number of people receiving food through mobile delivery options (statistically significant increase).</p> <p>Outcome #2: Nevada has increased the number of pounds of food recovered (and diverted from landfills).</p>					
GOAL #1	Nevada has efficient logistics, distribution, transportation, and storage systems to address food insecurity.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
<p>1. Help advance improvements in the food logistics, distribution, transportation, and storage systems and funding for those systems with the goal of bringing food to people to address food insecurity while creating a sustainable food ecosystem that values workers, consumers, and the land.</p>	<p>Evaluate Nevada's food logistics, distribution, transportation, and storage systems to identify gaps, and collect data to better identify gaps, unmet need, and at-risk areas that are not being served.</p>	<p>-Gap analysis completed</p> <p>-Data compiled</p>	<p>Now</p>			
	<p>Encourage data-sharing across agencies in order to identify and map unmet need and use the data to inform new distribution sites, partners, and programs.</p>	<p>-New/additional data sharing agreements</p> <p>-Map of distribution network completed</p>	<p>Now</p>			

2. Support new strategic partnerships that can assist with transportation needs and efforts to distribute food to people, particularly individuals at increased/higher risk for food insecurity.	Develop strategic partnerships and/or design pilots to increase home-delivery programs and mobile grocery shopping programs that bring healthy, affordable and local food to populations that are at increased/higher risk for food insecurity, including pilots that allow individuals with SNAP/WIC benefits to participate.	-No. of new partnerships -No. of people participating in new programs -No. of new mobile delivery options	Next			
	Identify a state lead to apply for the federal SNAP EBT Modernization Technical Assistance Center grant.	-State lead identified	Now			
	Encourage service providers to explore ways to partner with nonprofits who have vehicle fleets to support food distribution efforts.	-Number of new partnerships	Ongoing			
GOAL #2						
Nevada's food recovery efforts reduce food waste.						
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Strengthen producer, processor, and market networks to support food recovery.	Generate baseline data regarding food waste and recovery in Nevada, including a list of food recovery partners.	-Data analysis completed -List of food recovery partners -CFS will invite a presentation on the topic	Now			
	Identify and raise awareness about the protections related to donating food and identify policy changes needed to improve food waste diversion so as to increase food recovery.	-Analysis completed and barriers identified	Ongoing			
	Educate households, businesses, and institutions to help reduce food waste.	-Increase in pounds of food recovered -Increase in number of food recovery partners	Now & Next			

PILLAR	REACH populations in Nevada who are experiencing food insecurity and/or who are at increased/higher risk for food insecurity with nutrition-dense and affordable and culturally appropriate foods.					
WHY	To increase access to, and availability and affordability of nutrition-dense and culturally appropriate foods.					
We know we are successful when:	<p>Outcome #1: Nevada has increased year-over-year participation rates among consumers in state/local food security programs.</p> <p>Outcome #2: Nevada has reduced the waitlist on Nevada Department of Health and Human Services funded programs.</p> <p>Outcome #3: Nevada has decreased the number of food deserts using one of two indicators: A decrease in the number of “Low income and low access tracts measured at 1 mile for urban areas and 10 miles for rural areas in Nevada” (using USDA Food Access Calculator. Baseline number is 49, 2019) OR Nevada has decreased the “Low-income population count beyond 1 mile for urban areas or 10 miles for rural areas from supermarket” by (Baseline number is 166,038).</p>					
GOAL #1	Increase participation in state/federal nutrition programs by those experiencing food insecurity and/or who are at increased/higher risk for food insecurity.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Increase participation in programs designed to reduce food insecurity.	Develop and implement targeted marketing materials, and work with new partners to accept supplemental nutrition assistance applications.	-Marketing materials developed -Increase in participation in federal supplemental nutrition assistance programs	Now			
	Increase participation across WIC and SNAP by (1) working with school districts to ensure that information on how to apply for SNAP/WIC is included with Free and Reduced Lunch applications at schools; and (2) having SNAP/WIC navigators attend school events to assist with filling out applications.	-Number of new SNAP/WIC participants	Now			
	Support rural capacity building efforts to administer Child and Adult Care Food Program and Summer Food Service Program.	-Increase in CACFP participation rates	Now			

GOAL #2	Increases access to food through promotion of client-centered strategies					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Expand client-centered options for those who have limited access to grocery stores, cooking/storage facilities, etc.	Identify and address challenges in the built environment by including input from the food security ecosystem partners in the walkability audits conducted by Clark and Washoe Counties (as part of Assembly Bill 343).	-Access to grocery stores explicitly considered in walkability audits	Now			
	Meet with Regional Transportation Commissions in Clark and Washoe Counties to review bus routes and evaluate whether at populations who are experiencing food insecurity and/or are at higher risk for food insecurity have bus access to grocery stores.	-Gap analysis completed	Now			
	Revise the SNAP State Plan to allow for restaurant meals and hot prepared foods from grocery stores to be purchased using SNAP and support funding of that initiative.	-SNAP State Plan revised	Now			
2. Increase awareness of available culturally appropriate food options among food pantry and food bank staff.	Encourage service providers to offer (a) cultural competency training about culturally appropriate foods, and (b) diversity, equity, and inclusion training.	-Number of staff who receive training	Now			

PILLAR	BUILD Nevada's food security ecosystem by increasing capacity and education.					
WHY	Build capacity among individuals and organizational partners to reduce food insecurity.					
We know we are successful when:	<p>Outcome #1: Nevada has decreased the number of food deserts using one of two measures: Decrease the number of "Low income and low access tracts measured at 1 mile for urban areas and 10 miles for rural areas in Nevada" (using USDA Food Access Calculator. Baseline number from 2019 is 49) OR decrease the "Low-income population count beyond 1 mile for urban areas or 10 miles for rural areas from supermarket" (Baseline number from 2019 is 166,038).</p> <p>Outcome #2: Nevada's agencies and nonprofits have collectively increased grant funds, OR Nevada's agencies and nonprofits have collectively received an increase in the number of grants received, OR nonprofits have increased service delivery.</p> <p>Outcome #3: Nevada has reduced the food insecurity rate period over period (using USDA data).</p>					
GOAL #1	Increase local and community capacity to provide food and reduce food insecurity.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Support ways to increase funding for service providers to build physical and organizational capacity and for general operating support.	Work with Nevada Grants Office to start a food security listserv that will serve as a single clearing house for food security grant opportunities.	-Number of people who sign up for food security listserv	Now			
	Encourage state and local public and private funders to allow nonprofits to build dry storage and refrigerated storage options, and to use funds for general operating support.	-Change in grant requirements to allow funds to be used for general operating support. -NDA Nevada Community Food Access Grant funds demonstrate impact	Ongoing			
	Support efforts to increase the Fund for a Healthy Nevada (FHN) resources dedicated to food security.	-Increased earmark of FHN funding for food security	Now			
2. Increase outreach and engagement with Nevada's tribal communities to help build their capacity to grow, secure, and provide food to their members.	Identify and coordinate with designated state Tribal Liaisons, community partners established within tribal communities, and points of contact at the Nevada Indian Commission.	-Number of written agreements between state and tribal government for food security initiatives/ funding	Now			
	Collaborate with the Food Bank of Northern Nevada's Tribal Specialist to address barriers that tribal communities face and connect them with technical assistance, as needed.	-Analysis completed -Technical assistance identified and provided	Now			

GOAL #2	Resources and programs are available to populations that are experiencing food insecurity and/or who at increased/higher risk for food insecurity.					
OBJECTIVES	STRATEGIES	BENCHMARKS	TIMING	LEAD	PARTNER ROLE	FUNDING
1. Collect and promote information about food resources in Nevada and about how to prepare nutrition-dense foods.	Leverage local/regional resource guides and compile information in a single online/electronic resource guide that provides information about food service providers (hours, location, etc.) and related assistance programs (e.g., utility assistance, rental assistance); and ensure Nevada 2-1-1 has current information on food security resources.	-Number of downloads of electronic resource book -Nevada 211 updated	Now			
	Use lessons learned from ongoing Prescription Pantry programs and identify new strategic partnerships (particularly with health care providers) to address the social determinants of food insecurity and explore ways to increase food distribution sites.	-Number of new partnerships/ programs	Ongoing			
	Support access to readily available and culturally appropriate training on nutrition, growing, and cooking food; and promote community learning kitchens.	-Number of people who participate in training	Ongoing			
2. Community partners plan for the future of food security solutions.	Work with partners to connect community members experiencing food insecurity with financial literacy programs, workforce development agencies, and career supports.	-Number of new partnerships and/or initiatives	Ongoing			
	Ensure community health workers are trained to work with specific populations experiencing food insecurity and/or who are at higher/increased risk for food insecurity.	-Number of referrals to food pantries by CHWs	Now			

APPENDIX B: Nevada Food Security Strategic Plan Roles & Responsibilities

This matrix highlights the roles and responsibilities of each of the partners across Nevada’s food security ecosystem. The goals, objectives, strategies, and timing across all pillars for each entity and food security partner are displayed in separate tables. Below is a sample list of partners who will and could be involved within the food security ecosystem.

- 1. Office of Food Security
- 2. Council on Food Security
- 3. Nevada Department of Agriculture
- 4. Nevada’s Farmers
- 5. Service Providers (including food banks, pantries, and agencies)
- 6. Community Partners
- 7. Local/Regional Councils

- Lead
- Grow
- Feed
- Reach
- Build

Roles & Responsibilities: Office of Food Security		
<p>Lead. Goal 1: Enhanced cooperation, communication, and representation to support policy development and resource utilization.</p> <p>Objective: Improve collaboration, communication, coordination, and information-sharing among food ecosystem partners.</p>		
Strategy	Timing	Funding
Organize and host an annual Food Security Summit/Conference.	Next	
<p>Lead. Goal 2: Policies and funding are in place that help reduce in food insecurity.</p> <p>Objectives: (1) Seek funding to support programs and initiatives to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food. (2) Support state and federal grant applications that will direct funding to food security programs by improving data collection and evaluation.</p>		
Strategies	Timing	Funding
Analyze public funding streams and models of best practices in other states, identify policy gaps and opportunities in Nevada, and identify ways to increase public funding for programs to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food. The Council on Food Security will provide support.	Now	
Provide technical assistance to service providers to help more effectively utilize various grant funding streams.	Next & Later	
Establish baseline data, improve measurement of outcomes (e.g., food insecurity, unmet need), encourage data-sharing agreements, and improve available data to better identify gaps, unmet need, and at-risk areas that are not being served – of which can inform federal and private grant applications.	Ongoing	
<p>Grow. Goal 1: Nevada feeds itself and local food is consumed locally.</p> <p>Objective: Support the expansion of state/local programs that promote the consumption of locally produced agricultural goods.</p>		
Strategies	Timing	Funding
Develop an emergency response plan for Nevada food banks/pantries who may experience disruptions to their food supply during emergencies, economic downturns.	Now	
Identify and address barriers preventing the production, sale, and use or expansion of local foods, particularly in systems that serve senior centers, schools, and childcare centers, and review policies/regulations that restrict the use of agricultural products on site at schools and childcare centers.	Next & Later	

<p>Grow. Goal 2. Nevada's local farmers have access to information, capital, and programs to support food production.</p> <p>Objectives:</p> <p>(1) Strengthen communication and collaboration among farmers and ranchers in Nevada, particularly small producers, to raise awareness about programs and resources.</p> <p>(2) Help advance access to land, capital and innovative programs that clear roadblocks to local food production.</p>		
Strategies	Timing	Funding
Facilitate regular communication, collaboration, and partnerships between the Nevada Department of Agriculture (NDA), USDA Regional Office, and Nevada farmers.	Now	
Include a Small Farmers Track in the annual Food Security Summit.	Now	
Provide technical support to partners who are seeking permanent funding for Home Feeds Nevada by 2025.	Now	
<p>Feed. Goal 1. Nevada has efficient logistics, distribution, transportation, and storage systems to address food insecurity.</p> <p>Objectives:</p> <p>(1) Help advance improvements in the food logistics, distribution, transportation, and storage systems and funding for those systems with the goal of bringing food to people to address food insecurity while creating a sustainable food ecosystem that values workers, consumers, and the land.</p> <p>(2) Support new strategic partnerships that can assist with transportation needs and efforts to distribute food to people, particularly individuals at increased/higher risk for food insecurity.</p>		
Strategies	Timing	Funding
Evaluate Nevada's food logistics, distribution, transportation, and storage systems to identify gaps, and collect data to better identify gaps, unmet need, and at-risk areas that are not being served.	Now	
Develop strategic partnerships and/or design pilots to increase home-delivery programs and mobile grocery shopping programs that bring healthy, affordable and local food to populations that are at increased/higher risk for food insecurity, including pilots that allow individuals with SNAP/WIC benefits to participate.	Next	
Identify a state lead to apply for the federal SNAP EBT Modernization Technical Assistance Center grant.	Now	
<p>Reach. Goal 1. Increase participation in state/federal nutrition programs for those experiencing food insecurity and/or who are at increased/higher risk for food insecurity.</p> <p>Objective:</p> <p>Increase participation in programs designed to reduce food insecurity.</p>		



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Strategies	Timing	Funding
Develop and implement targeted marketing materials, and work with new partners to accept supplemental nutrition assistance applications. OFS will work with DHHS Office of Minority Health and Equity.	Now	
Increase participation across WIC and SNAP by (1) working with school districts to ensure that information on how to apply for SNAP/WIC is included with Free and Reduced Lunch applications at schools; and (2) having SNAP/WIC navigators attend school events to assist with filling out applications. OFS will also partner with the Nevada Department of Education and school districts.	Now	
Support rural capacity building efforts to administer Child and Adult Care Food Program and Summer Food Service Program.	Now	
<p>Reach. Goal 2. Increase access to food through promotion of client-centered strategies.</p> <p>Objective:</p> <p>Expand client-centered options for those who have limited access to grocery stores, cooking/storage facilities, etc.</p>		
Strategies	Timing	Funding
Ensure that input from the food security ecosystem partners is included in the walkability audits conducted by Clark and Washoe Counties (as part of Assembly Bill 343).	Now	
Meet with Regional Transportation Commissions in Clark and Washoe Counties to review bus routes and evaluate whether at populations who are experiencing food insecurity and/or are at higher risk for food insecurity have bus access to grocery stores.	Now	
Participate in efforts to revise the SNAP State Plan to allow for restaurant meals and hot prepared foods from grocery stores to be purchased using SNAP and support funding of that initiative.	Now	
<p>Build. Goal 1. Increase local and community capacity to provide food and reduce food insecurity.</p> <p>Objectives:</p> <p>(1) Support ways to increase funding for service providers to build physical and organizational capacity and for general operating support.</p> <p>(2) Increase outreach and engagement with Nevada’s tribal communities to help build their capacity to grow, secure, and provide food to their members.</p>		
Strategies	Timing	Funding
Work with Nevada Grants Office to promote clearing house for food security grant opportunities.	Now	
Encourage state and local public and private funders to allow nonprofits to build dry storage and refrigerated storage options, and to use funds for general operating support.	Ongoing	
Support efforts to increase the Fund for a Healthy Nevada (FHN) resources dedicated to food security.	Now	

Identify and coordinate with designated state Tribal Liaisons, community partners established within tribal communities, and points of contact at the Nevada Indian Commission. CFS members will attend Intertribal Council of Nevada (ITCN) meetings.	Now	
Collaborate with the Food Bank of Northern Nevada's Tribal Specialist to address barriers that tribal communities face and connect them with technical assistance, as needed.	Now	
Build. Goal 2. Resources and programs are available to populations that are experiencing food insecurity and/or who at increased/higher risk for food insecurity.		
Objective: Collect and promote information about food resources in Nevada and about how to prepare nutrition-dense foods.		
Strategy	Timing	Funding
Leverage local/regional resource guides and compile information in a single online/electronic resource guide that provides information about food service providers (hours, location, etc.) and related assistance programs (e.g., utility assistance, rental assistance); and ensure Nevada 2-1-1 has current information on food security resources.	Now	



Roles & Responsibilities: Council on Food Security		
Lead. Goal 1: Enhanced cooperation, communication, and representation to support policy development and resource utilization.		
Objectives: (1) Improve collaboration, communication, coordination, and information-sharing among food ecosystem partners. (2) Increase representation of partners from transportation and housing sectors, tribal communities, and those who have lived experience with food insecurity in decision-making processes related to food security.		
Strategies	Timing	Funding
Organize and host an annual Food Security Summit/ Conference.	Now	
Meet semi-annually with Nevada's federal delegation and the NV Legislature Interim Health and Human Services Committee to brief them on food security issues and identify programs/policies that will increase food security; and make presentations regularly to county/city boards to raise awareness about need and programs.	Ongoing	
Include representation of individuals from the housing and transportation sectors on CFS (and receive presentations from individuals from these sectors).	Now	
Include 2 members of Nevada's tribal communities (North, South) on the Council on Food Security, and support the Food Bank of Northern Nevada's (FBNN) efforts to engage tribal partners.	Now	
Lead. Goal 2: Policies and funding are in place that help reduce in food insecurity.		
Objective: Seek funding to support programs and initiatives to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food.		

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Strategy	Timing	Funding
Analyze public funding streams and models of best practices in other states, identify policy gaps and opportunities in Nevada, and identify ways to increase public funding for programs to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food. OFS will provide support.	Now	

Roles & Responsibilities: Nevada Department of Agriculture

Grow. Goal 1: Nevada feeds itself and local food is consumed locally.
Objective: Strengthen Nevada’s food security supply chain and food system.

Strategy	Timing	Funding
Develop an emergency response plan for Nevada food banks/pantries who may experience disruptions to their food supply during emergencies, economic downturns.	Now	

Build. Goal 1: Increase local and community capacity to provide food and reduce food insecurity.
Objective: Increase outreach and engagement with Nevada’s tribal communities to help build their capacity to grow, secure, and provide food to their members.

Strategy	Timing	Funding
Collaborate with the Food Bank of Northern Nevada’s Tribal Specialist to address barriers that tribal communities face and connect them with technical assistance, as needed.	Now	

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- Reach
- Build

Roles & Responsibilities: Nevada's Farmers & Ranchers		
<p>Grow. Goal 2. Nevada's local farmers and ranchers have access to information, capital, and programs to support food production.</p> <p>Objectives:</p> <p>(1) Strengthen communication and collaboration among farmers and ranchers in Nevada, particularly small farmers, to raise awareness about programs and resources.</p> <p>(2) Help advance access to capital or innovative programs that clear roadblocks to local food production.</p>		
Strategies	Timing	Funding
Support the Young Farmers Coalition in Nevada.	Ongoing	
Identify land needs and ways to secure land for the production of specialty crops and nutrition-dense foods.	Next & Later	
Seek increased state funding for specialty crop production (e.g., Specialty Crop Production Block Grants) and for alternative and sustainable growing operations, particularly those that use less water than conventional methods, utilize regenerative agriculture methodology as well as those that allow greenhouses and hoop houses.	Next & Later	

Roles & Responsibilities: Service Providers (including food banks/pantries and agencies)		
<p>Feed. Goal 1. Nevada has efficient logistics, distribution, transportation, and storage systems to address food insecurity.</p> <p>Objectives:</p> <p>(1) Help advance improvements in the food logistics, distribution, transportation, and storage systems and funding for those systems with the goal of bringing food to people to address food insecurity while creating a sustainable food ecosystem that values workers, consumers, and the land.</p> <p>(2) Support new strategic partnerships that can assist with transportation needs and efforts to distribute food to people, particularly individuals at increased/ higher risk for food insecurity.</p>		
Strategies	Timing	Funding
Lead efforts to encourage data-sharing across agencies in order to identify and map unmet need and use the data to inform new distribution sites, partners, and programs.	Now	
Explore ways to partner with nonprofits who have vehicle fleets to support food distribution efforts.	Ongoing	
<p>Feed. Goal 2. Nevada's food recovery efforts reduce food waste.</p> <p>Objective: Strengthen producer, processor, and market networks to support food recovery.</p>		



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Strategies	Timing	Funding
Generate baseline data regarding food waste and recovery in Nevada, including a list of food recovery partners.	Now	
Identify and raise awareness about the protections related to donating food and identify policy changes needed to improve food waste diversion so as to increase food recovery.	Ongoing	
Educate households, businesses, and institutions to help reduce food waste.	Now & Next	

Build. Goal 2. Resources and programs are available to populations that are experiencing food insecurity and/or who at increased/higher risk for food insecurity.

Objectives:

(1) Collect and promote information about food resources in Nevada and about how to prepare nutrition-dense foods.

(2) Community partners plan for the future of food security solutions.

Strategies	Timeline	Funding
Use lessons learned from ongoing Prescription Pantry programs and identify new strategic partnerships (particularly with health care providers) to address the social determinants of food insecurity and explore ways to increase food distribution sites.	Ongoing	
Support access to readily available and culturally appropriate training on nutrition, growing, and cooking food; and promote community learning kitchens.	Ongoing	
Work to connect community members experiencing food insecurity and/or at risk of food security with financial literacy programs, workforce development agencies, and career supports.	Ongoing	
Ensure that community health workers are trained to work with specific populations experiencing food insecurity and/or who are at higher/increased risk for food insecurity.	Now	

Roles & Responsibilities: Community Partners

Lead. Goal 1: Enhanced cooperation, communication, and representation to support policy development and resource utilization.

Objective: Increase representation of partners from transportation and housing sectors, tribal communities, and those who have lived experience with food insecurity in decision-making processes related to food security.

Strategy	Timing	Funding
Revise Nevada Revised Statute (NRS) to add up to three seats on the CFS for individuals who have lived experience with food insecurity and/or homelessness.	Now	

<p>Lead. Goal 2: Policies and funding are in place that help reduce in food insecurity.</p> <p>Objective: Seek funding to support programs and initiatives to reduce food insecurity, expand the availability of and accessibility to food, and improve the affordability of food.</p>		
Strategy	Timing	Funding
Support an increase in Nevada's matching grant fund program.	Now	
<p>Grow. Goal 1: Nevada feeds itself and local food is consumed locally.</p> <p>Objective: Support the expansion of state/local programs that promote the consumption of locally produced agricultural goods.</p>		
Strategy	Timing	Funding
Leverage master gardener programs in Nevada to promote free and low-cost garden education programs and materials, and encourage participation in garden education programs at institutions, schools, senior centers, and childcare centers. Community partners will also work with service providers, Nevada Department of Education, and Seed Alliance.	Ongoing	
<p>Feed. Goal 1. Nevada has efficient logistics, distribution, transportation, and storage systems to address food insecurity.</p> <p>Objective: Support new strategic partnerships that can assist with transportation needs and efforts to distribute food to people, particularly individuals at increased/ higher risk for food insecurity.</p>		
Strategy	Timing	Funding
Explore ways to partner with others (e.g., nonprofits) who have vehicle fleets to support food distribution efforts.	Ongoing	
<p>Feed. Goal 2. Nevada's food recovery efforts reduce food waste.</p> <p>Objective: Strengthen producer, processor, and market networks to support food recovery.</p>		
Strategies	Timing	Funding
Generate baseline data regarding food waste and recovery in Nevada, including a list of food recovery partners.	Now	
Identify and raise awareness about the protections related to donating food and identify policy changes needed to improve food waste diversion so as to increase food recovery.	Ongoing	
Educate households, businesses, and institutions to help reduce food waste.	Now & Next	



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Reach. Goal 2. Increase access to food through promotion of client-centered strategies.		
Objectives:		
(1) Expand client-centered options for those who have limited access to grocery stores, cooking/storage facilities, etc.		
(2) Increase awareness of available culturally appropriate food options among food pantry and food bank staff.		
Strategies	Timing	Funding
Provide input regarding the challenges posed by the built environment with respect to accessing food for the walkability audits conducted by Clark and Washoe Counties (as part of Assembly Bill 343).	Now	
Offer (a) cultural competency training about culturally appropriate foods, and (b) diversity, equity, and inclusion training.	Now	
Build. Goal 2. Resources and programs are available to populations that are experiencing food insecurity and/or who at increased/higher risk for food insecurity.		
Objectives:		
(1) Collect and promote information about food resources in Nevada and about how to prepare nutrition-dense foods.		
(2) Community partners plan for the future of food security solutions.		
Strategies	Timing	Funding
Use lessons learned from ongoing Prescription Pantry programs and identify new strategic partnerships (particularly with health care providers) to address the social determinants of food insecurity and explore ways to increase food distribution sites.	Ongoing	
Support access to readily available and culturally appropriate training on nutrition, growing, and cooking food; and promote community learning kitchens.	Ongoing	
Work to connect community members experiencing food insecurity with financial literacy programs, workforce development agencies, and career supports.	Ongoing	
Support efforts to ensure community health workers are trained to work with specific populations experiencing food insecurity and/or who are at higher/increased risk for food insecurity.	Now	

Roles & Responsibilities: Local/Regional Councils		
Lead. Goal 1: Enhanced cooperation, communication, and representation to support policy development and resource utilization.		
Objective: Improve collaboration, communication, coordination, and information-sharing among food ecosystem partners.		
Strategy	Timing	Funding
Meet jointly and quarterly to share information and/or address issues (e.g., innovative solutions, funding, workforce challenges, eligibility barriers, data sharing, etc.).	Ongoing	

APPENDIX C: Participant List for May 24, 2022

Setting goals for the Food Security Strategic Plan.

Priscilla	Acosta	DHHS Director's Office	Lyndsey	Langsdale	Reno Food Systems
Angela	Adams	Inter-Tribal Council of Nevada	Jay	Martin	Division of Emergency Management
Bonnie	Akaka-Smith	Pyramid Lake Paiute Tribe	Natalie	Mazzullo	University of Nevada Reno Extension
Journee	Baham	DPBH Health Equity Unit	Barbara	Monroy	The Community Food Pantry
Aurora	Buffington	University of Nevada Cooperative Extension	Max	Moskowitz	DPBH Chronic Disease Prevention and Health Promotion Program
Brandy	Bull Chief	Shoshone-Paiute Tribes	Godwin	Nwando	DPBH Health Equity Unit
Josie	Burnett	Nevada Division of Emergency Management	Ambree	Papa Schoetker	University of Nevada, Las Vegas School of Public Health
Kelly	Cantrelle	Division of Welfare and Supportive Services	Marlaina	Porter	Nye Communities Coalition
Maggie	Carlton	United Labor Agency of Nevada	Elleni	Rioja	DPBH Office of Food Security and Wellness
Cindy	Cohen	DPBH Women, Infants and Children Program	Sarah	Sanchez	Carson Valley Community Food Closet
Adrienne	DeLucchi	DPBH Women, Infants and Children Program	Steve	Schmitt	Catholic Charities of Southern Nevada
Mitch	DeValliere, DC	DPBH Chronic Disease Prevention and Health Promotion Program	Dominique	Seck	Nevada Office of Minority Health and Equity
Kyle	Devine	DPBH Bureau of Child, Family and Community Wellness	Patricia	Segura	DPBH Office of Food Security and Wellness
Jeff	Duncan	Nevada Aging and Disability Services Division	Lori	Taylor	DPBH Office of Food Security and Wellness
Chris	Gleim	Food Bank of Northern Nevada	Lisa	Swearingen	Division of Welfare and Supportive Services
Nikki	Haag	NV SNAP-Ed Program	Lyndsey	Talbot	Nevada Department of Agriculture
Vickie	Ives	DPBH Bureau of Child, Family and Community Wellness	Jennifer	Tallerico	Catholic Charities of Northern Nevada
Jazzlyn	Jackson	DPBH Office of Food Security and Wellness	Marilyn	Thomas	Helping Hands of Vegas Valley
Pamela	Juniel, Ph.D.	Nevada Department of Education	Jeanne	Toscano	Green Our Planet
Megan M	Kay	University of Nevada Reno	Kendra	Warthan	Eddy House
Kelli	Kelly	Fallon Food Hub	Regis	Whaley	Three Square Food Bank
Kerry	Kelly	Food Bank of Northern Nevada	Tonya	Wolf	NV SNAP-Ed Program
Nicole	Lambole	Food Bank of Northern Nevada			

Facilitated by: Nancy Brune, Ph.D. of the Guinn Center, Lois Ann Porter of The Blueprint Collaborative, Sarah Rogers of the NV DPBH Bureau of Child, Family and Community Wellness, and Kathrine Wright, Ph.D. of the NV DPBH Office of Food Security and Wellness.